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Campus Climate Survey AY 2015/2016

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Recommended Citation

CSUSB Faculty Senate, "Campus Climate Survey AY 2015/2016" (2015). *Faculty Senate records*. 231.
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CSUSB FACULTY SENATE

2015/2016

This newsletter includes reports, resolutions, and policies from the Faculty Senate and its standing and ad hoc committees for the 2015/16 academic year. All reports, resolutions, and policies can be found on the Faculty Senate website at: <http://senate.csusb.edu>.

CAMPUS CLIMATE SURVEY

AY 2015/2016

A Faculty Senate ad hoc committee conducted a campus climate survey during the Fall 2015 quarter with the purpose of assessing the organizational climate of CSUSB. The ad hoc committee was formed after two faculty forums where more than 200 faculty and staff had voiced their concerns about the campus climate. The survey was sent via e-mail to all current employees at CSUSB, as well as to employees who recently left CSUSB. The results of the survey were presented in two parts during Faculty

Senate meetings: March 8 and May 10, 2016. The results from 756 respondents demonstrated substantial problems with employee morale, shared governance, and the current leadership. First, campus morale is overall very low. Even though most employees say that they like their job (81.5%) and that they are proud to work at CSUSB (77.8%), only 22.4% of all respondents answered that “Employee morale is good on campus.” Morale was lowest among faculty where only 16.6% believed that morale

was good, followed by staff with 22.2%, and administrators with 36.6%. This suggests that morale is low across all employees. The vast majority of employees also agreed that morale has gotten worse since they were hired. Overall, 69.2% of all employees felt that morale had gotten worse. This feeling was expressed consistently across faculty, staff, and administrators.

Second, shared governance/shared decision-making or the lack thereof appears to be a major concern for employees. Only 19.1% of faculty

Recommendations from the Ad Hoc Campus Climate Committee:

- 1) The top management must acknowledge the problems that exist.
- 2) The top management must genuinely listen to the employees and their concerns. Employees must be able to speak freely and without fear of retaliation.
- 3) The top management must demonstrate that all employees are valued equally and that their input is important.
- 4) The top management must create an anti-bullying policy.

SELECTED FACULTY SENATE RESOLUTIONS

June 2015 Executive Committee

Resolutions:

FSD 14-24 Resolution Requesting the Immediate Reinstatement and Retention of Provost Andrew Bodman as Provost of California State University, San Bernardino.

FSD 14-25 Resolution of Rebuke of President Morales for a Remarkable Lack of Respect: A CSUSB Core Value.

2015-2016 Resolutions:

FSD 14-26 Resolution of Request to Chancellor Timothy White for Assistance in Assessing and Addressing Potential Issues in our Campus Climate: A Respectful Request for Help.

FSD 15-01 Resolution Supporting Open Presidential Searches in the CSU.

FSD 15-05 A Resolution of Endorsement for the Report by the Committee to Evaluate the Resources Required for Optimal Teaching, Research, Scholarly, and Creative Activities, and Service Under a Semester System

FSD 15-08 Resolution Concerning the Current Provost Search

FSD 15-10 Resolution Calling for the CSU and CFA to Implement the Recommendations of the Neutral Fact-Finder's Report and Avert a Strike

FSD 15-12 Resolution in Support of AB 798 to Support Affordable Learning Solutions

FSD 15 Resolution in Appreciation of Professors Janet Kottke, Barbara Sirotnik, and Kathie Pelletier for their Exceptional Work in Producing the Campus Climate Study Report, Parts I & II

CAMPUS CLIMATE SURVEY CONTINUED

believed that shared governance was practiced at CSUSB. Administrators were more likely to state that shared governance was practiced (51%).

Looking at it more closely, however, reveals that even among the decision-makers (administrators or MPP's) shared-governance is perceived as absent among nearly half of them.

The survey demonstrates a disconcerting lack of trust and confidence in the current leadership and their ability to communicate effectively with employees. Only 43% of all employees (32.6% of faculty, 46.2% of staff, and 64.4% of administrators) stated that the "Leadership of the campus has communicated a clear direction." The main issue appears to center around a lack of consultation, and a perceived lack of honesty and integrity among CSUSB's leadership. Only 16.1% of faculty and 22.8% of staff answered that the "Senior management acts with honesty and integrity." One respondent summarized what many felt: "This campus is known for its hostile work environment, distrust of employees, judgmental administrators, marginalized minority employees, lack of women in top

positions, and a "good old boys" club amongst the President and VPs.

The results also showed that bullying is widely practiced on campus – 25% of respondents reported that they had personally experienced bullying and another 40% said they had witnessed bullying. Many also stated that they experienced their work environment as threatening.

Workload stress and lack of support and appreciation was also of great concern. Especially staff felt overworked and unfairly treated, which reflects in high turnover rates in the past three years. One comment stated "In a meeting I attended, a senior management individual stated: 'If this group doesn't straighten up, I'm going to fire you all. I can make you work more if necessary.'" In addition to these concerns, there is also the perception that bullies are protected by HR: "HR protects and even encourages bullying by managers. HR is aware of a number of managers who are abusive but they do not take any action to stop the behavior." The sense of community is gone and the source of this loss lies mainly with the leadership.

Policy Highlights

Policy Statement Concerning Recruitment and Appointment of the Provost / Vice President for Academic Affairs: The new policy included changes to the membership to ensure significant faculty input. A second change was limiting the number of members the President can appoint to three members to ensure a majority of elected faculty on the committee. President Morales has not signed the policy based on the argument that the President should be able to appoint more members of the committee. The Faculty Senate has rejected such change as it is important to have a majority of elected faculty on the committee.

Policy on Academic Freedom: The purpose of the academic freedom policy is to ensure the academic freedom of faculty. The policy requires that faculty whose e-mails and phone conversations are being monitored be informed about the monitoring. President Morales has not signed the policy based mainly on the argument that it interferes with “legal obligations to preserve and produce electronic document.” The Faculty Senate EPRC has provided detailed information to rebut the President’s argument. The academic freedom policy is not in violation of any CSU regulations or state or federal laws. The Faculty Senate suggests that faculty assume that all of their communications are being monitored.

Distributed Learning Policy: The policy has been updated to reflect changes in the distributed learning environment and changes necessary to comply with changes by the Chancellor Office. Further, the policy allows for the merger of the Distributed Learning Committee and the ATI committee. The merger has been completed and the new policy has been implemented.

Office Hour Policy: Faculty shall hold 15 minutes of office hours per credit unit of coursework taught for a minimum of one hour. In addition, office hours by appointment shall be provided. No office hours are required during finals week. The main change in this policy is the ability of faculty to hold virtual office hours for classes taught either as hybrid or online classes. For hybrid classes, faculty should offer a combination of face-to-face and virtual office hours. For fully online classes, a minimum of one office hour should be offered face-to-face. The policy has been signed by President Morales.

FACULTY SENATE POLICIES

Fall 2015

FSD 01-01.R3, FAM 827.3, *Distributed Learning Policy*. Passed by Senate 11/3/15. President Morales has signed the policy.

Winter 2016

FSD 87-20.R2, FAM 640.6, *Policy Statement Concerning Recruitment and Appointment of the Provost / Vice President for Academic Affairs*. Passed by Senate 1/19/16. President Morales has not approved the policy.

FSD 85-189.R6, FAM 651.3, *Policy Concerning Periodic Review of College Deans*. Passed by Senate 2/9/16. President Morales has signed the policy.

FSD 15-03, FAM 400.5, *Policy on Academic Freedom for Faculty Use of CSUSB Information Resources*. Passed by Senate 2/9/16. President Morales has not approved the policy.

FSD 01-01.R4, FAM 827.3, *Distributed Learning Policy* (full revision). Passed by Senate 2/9/16. President Morales has signed the policy.

Spring 2016

FSD 15-06, FAM 642.4, *Recruiting and Hiring of Probationary Faculty*. Passed by Senate 4/12/16. President Morales has not approved the policy.

FSD 87-21.R3, FAM 627.65, *Sabbatical Leaves*. Passed by Senate 5/10/16. President Morales has signed the policy.

FSD 04-10.R3, FAM 871.75, *Teaching Academy*. Passed by Senate 5/10/16. President Morales has signed the policy.

FSD 15-11, FAM 626.3, *Leaves of Absence with Pay*. Passed by Senate 5/10/16. President Morales has signed the policy.

FSD 84-241.R3, FAM 625.5, *Difference in Pay Leaves*. Passed by Senate 5/10/16. President Morales has signed the policy.

FSD 85-187v1.R22, FAM 652.4, *Procedures and Criteria for Performance Review and Periodic Evaluation: Faculty*. Passed by Senate 5/31/16. President Morales has signed the policy.

FSD 96-09v2.R2, FAM 652.45, *Procedures and Criteria for Performance Review and Periodic Evaluation: Librarians*. Passed by Senate 6/7/16. President Morales has signed the policy.

FSD 15-15, FAM 852.6, *Office Hour Policy*. Passed by Senate 6/7/16. President Morales has signed the policy.

FSD 15-14, FAM 818.9, *Missed Class Policy*. Passed by Senate 6/7/16. President Morales has signed the policy.

FSD 87-28.R4, FAM 641.5, *Recruitment and Appointment of Department Chairs/School Directors*. Passed by Senate 6/7/16. President Morales has signed the policy.

REPORT: The Resources Required for Optimal Teaching, Research, Scholarly, and Creative Activities, and Service Under a Semester System

It is projected that CSUSB will convert to semesters in the Fall 2020. One of the main concerns of faculty is the potential substantial increase in workload, especially the teaching load and its impact on grant activities, publications, and service. The assumed teaching load during semesters is 4 courses per semester. Considering the substantial grant activity and scholarship activity of faculty and the high tenure and promotion requirements with regard to publication expectations, a 4/4 teaching load appears to unduly burden faculty and have negative impacts on student learning since it is likely to discourage faculty from implementing high impact practices. To determine the actual impact of a 4/4 teaching load, and its implications for research and service activities, a subcommittee of the EPRC conducted a workload study. The study demonstrates that a 4/4 teaching load would increase faculty workload by 33%. The Committee in much detail shows the detrimental effects of a 4/4 teaching load on faculty productivity with regard to research and service. The Committee then examined options to reduce the teaching load to a 3/3 load. The analyses of the budget data and supporting documents shows that a 3/3 load is feasible if the priorities at CSUSB would be aligned. The Faculty Senate endorsed the recommendations made by the Committee. Nine CSU semester campuses have already implemented a 3/3 teaching load. To date, President Morales has not addressed the concerns or commented on the recommendations of the Faculty Senate study.

Recommendations of the Workload Committee

- 1) Faculty should teach no more than three courses per semester.
- 2) Monies gained from an increase of FTES plus money budgeted in the Strategic Plan should be sufficient to pay for course buyouts.

Election Results for the 51st Faculty Senate 2016/2017

Faculty Senate Executive Committee: Chair/CNS Rep: Karen Kolehmainen, Vice Chair/BPA Rep: Haakon Brown, Secretary/SBS Rep: Kevin Grisham, EDU Rep: Nena Tórréz, A&L Rep: Ahlam Muhtaseb, FAC Chair: Andrew Bodman, EPRC Chair: Mary Boland, Statewide Academic Senators Jodie Ullman and Beth Steffel, and incoming Provost, Shari McMahan

Faculty Affairs Committee: Chair Andy Bodman, Larry Gaines, Dwight Sweeney, Jonathan Anderson, Jennifer Andersen, Terry Rizzo, and Jacqueline Hughes

Educational Policy and Resources Committee: Chair Mary Boland, Tiffany Jones, Dwight Sweeney, Ted Ruml, Yasha Karant, Marc Fudge, and Rong Chen

Committee Members of the 50th Faculty Senate

Faculty Senate Executive Committee: Chair Ted Ruml, Karen Kolehmainen, Dorothy Chen-Maynard, Haakon Brown, Yasha Karant, Nena Tórréz, Janine Kremling, Jodie Ullman, Beth Steffel, and Juan Delgado

Faculty Affairs Committee: Chair Dorothy Chen-Maynard, Larry Gaines, Dwight Sweeney, Margaret Perry, Jonathan Anderson, Terry Rizzo, and Jacqueline Hughes

Educational Policy Resources Committee: Chair Yasha Karant, Mary Boland, Tiffany Jones, Dwight Sweeney, Harold Dyck, Brett Stanley, and Rong Chen

Congratulations to our FERPing faculty:

Ted Ruml	English
Gary Griffing	Mathematics
Susan McGee-Stehsel	Nursing
Jeffrey Thompson	Biology
Thomas Pierce	Economics
Robert London	COE, TEF